

Nostalgic Reminiscence of the Happy Past composed while
Attempting to Determine the Training Objectives of
the four day Convention of the Department of
Audiovisual Instruction of the National Education Association

Atlantic City, N. J. April 1967

Time, April 1952

"What impressed you most, my dear, at this morning's session of GOC?"

Oh, he was simply out of this world!"

"My dear" was a receptionist in the Office of the Director of Training.

"The morning session of GOC" was the opening day's session of the
5 day "Global Orientation Course," presented four times a year to 600
employees of CIA.

The "he," as it turned out, was [REDACTED] Chief
of GOC, administratively assigned to OTR but most often found in the
outer office of the DCI. The purpose of GOC as stated by [REDACTED]
in his 60 minute brief "Opening Remarks" was to:

"Instil into the minds and hearts of our beloved employees
an understanding and appreciation of the complex permutations
and combinations of our great Intelligence Community, extrapo-
late from same and give an insight into same as they pertain to
the great big global picture. "

Back to "my dear. "

"There were four speakers on this morning's program: General
Walter Bedell Smith, DCI; Allen Dulles, DDCI; Dr. Sherman Kent
AD/ONE; and [REDACTED] Whom were you referring to when
you said, 'He was simply out of this world'?"

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JOB NO. BOX NO. FLD NO. DOC NO. 3 NO CHANGE
IN CLASS/DECLASS/ CLASS CHANGED TO: TS S C RET. JUST 22
NEXT REV DATE 09 REV DATE 12/14 REVIEWER 00419 TYPE DOC. 30
NO. PGS 4 CREATION DATE ORG COMP 11 OPL 11 ORG CLASS 4
REV CLASS 11 REV COORD. AUTH: HR 70-3

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"Oh, [REDACTED] of course!"

"Why? "

"Oh, because he was just so perfectly utterly charming, and he told so many funny stories. Of course, some of them were pretty risque but we all laughed. And he was so adorable in that little red polka dot bow tie. And he's so distinguished looking. And his unbelievably fascinating accent; it just sends me!"

Pause for breath--both of us. 25X1A9a

"And what did you learn from [REDACTED] address, my dear? "

Pause. Embarrassingly long. And much soul searching and hair-do tapping at temples and nape of neck.

"Well, I learned that [REDACTED] has worked for the Government for ever so long and in just about every really important job in every Department and Agency of the Government. Of course I don't remember what any of those alphabetic initials mean. But it's obvious that [REDACTED] got President Truman to set up the CIA. And [REDACTED] is an intimate friend of the DCI, the DDCI and just about every other important man in Government. And I'll just bet they couldn't get along without him."

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Again, pause, both breathless.

"You'd probably win your bet, my dear, but tell me, what did you learn from the other three speakers? "

"Well, I was most awfully disappointed that they didn't seem to appreciate all that [REDACTED] has done for them. They just didn't mention his name once. The DCI did ask him for a glass of water, but then didn't even thank him for it. Imagine!"

25X1A9a

"Regrettable, my dear, most regrettable, but what else did you learn from the other three speakers? "

Another pause, longer this time, with more hair-do tapping and lipstick manipulation.

"Sir, this is my coffee break and [REDACTED] has been waiting for me. I'll be seeing you. 'Bye.' "

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History records the purposes of the GOC. (Later changed to GOOC: Global Orientation [REDACTED] Course.) It lists the expenses to the Agency of bussing 600 employees to and from the auditorium 10 times per course, 4 times per year. It records the head count of the thousands of employees who were paid to attend the course. Unfortunately it is silent on what was inside the heads of the graduates.

Rumblings and grumblings began to be heard. Supervisors began to weigh the value of the course against the weeks lost to production. But how could the value of the course be measured? What were we attempting to accomplish through GOOC? What were the graduates expected to take back to their desks which would make their performance more effective and efficient? Or, what were the desired terminal, behavioral, training objectives?

25X1A9a

We called in [REDACTED] and we began with an examination of the "purposes" of GOOC. We asked for the specific meaning in measurable terms of the words "indoctrinate," "understanding of, appreciation of" and "give an insight into." The good doctor declaimed with Gaelic vehemence that these were meaningful time-honored words and meant exactly what they said.

"But, Tim, how can you measure what the student has learned if you use these imprecise, vague, broad open-to-many-interpretations terms?"

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"I have lectured successfully for 25 years before audiences of hundreds of people. I have briefed the most famous foreign and domestic VIP's, I teach for [REDACTED] and I command a high fee as a member of the [REDACTED]. I have letters of commendation from . . ."

"Timothy, you haven't answered the question."

"Balderdash, ye bloody spalpeens, and bad cess to ye!"

A week later and a new tack.

"Timmy, me boyo, have you ever prepared training objectives for the 60 min. lecture you give in GOOC on the 'History of CIA'?"

"Of course not. I never write out even an outline. I lecture extemporaneously from the rich wealth of my experiences, my

prodigious memory and my acute awareness of the responsiveness of my audience. "

"Precisely. Well, over the weekend we attempted to write training objectives for your lecture. We did our best to determine exactly what it is you want the student to take away from your lecture and be able to apply on the job when she returns to her desk. We have stated these objectives in demonstrably measurable terms. "

GOOC # no. 007

"History of CIA"

25X1A9a [REDACTED] . K of C.

Training Objectives:

- 25X1A9a 1. To Identify the six important steps whereby Dr. [REDACTED] was able to establish the C. I. A.
- 25X1A9a 2. To Name the Presidents of the U. S. who regarded [REDACTED] as their most trusted confidante.
- 25X1A9a 3. To Order or arrange in priority the DCI's who relied most heavily on [REDACTED]
4. To State the rule that governs the selection of a VIP lecturer's necktie.
5. To Demonstrate or distinguish the difference between the Harvard accent, a Brooklyn accent and the accent which a polished, articulate and successful platform lecturer should use.
6. To Name the most important individual in the U. S. Government after President Eisenhower.

"We hope you will agree that these are the six most important training objectives you have in mind which you want your audience to learn. "

There followed the Battle of the Boyne April 1952.